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United States
Department of
Agriculture



Forest Service

Forest Pest
Management

Davis, CA

NOTES

Strategic Planning Session - Pesticide Use Management and Coordination Group

FPM 93-4
October 1992

NOTES

Strategic Planning Session -
Pesticide Use Management and
Coordination Group

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PREFACE

A strategic planning session was held by the USDA Forest Service, Washington Office, Forest Pest Management, Pesticide Use Management and Coordination Group (PUM&C), at Salt Lake City, Utah, September 29 - October 2, 1992. Copies with the national pesticide coordinator list and list of attendees are included.

NATIONAL PESTICIDE COORDINATORS' MEETING

Esrey, J. and P. Skyles. 1992. Notes - National Pesticide Coordinators' Meeting. Forest Pest Management, September 29 - October 2, 1992, Forest Pest Management, Davis, CA.

Strategic Planning Sessions

Copies were provided to attendees and additional copies are available from WO/FPM Davis, 2121C 2nd Street, Davis, CA 95616.

The strategic planning session reported herein was moderated under U.S. Government contract by Mike Smith, Science Applications International, Corp., McLean, VA.

These notes represent the initial step in developing a strategic plan for the PUM&C Group. The session began with an initial draft of vision and mission statements, and a list of eleven goals. From these documents and under Mike's guidance, the participants were divided into five work groups and given assignments during the three days to review and develop the strategic plan. The participants became familiar with the strategic planning process, developed ownership in the PUM&C plan, and committed to furthering the development and finalization of the strategic plan.

Your comments on these notes are invited.

PREFACE

A strategic planning session was held by the USDA Forest Service, Washington Office, Forest Pest Management, Pesticide Use Management and Coordination Group (PUM&C), at Salt Lake City, Utah, September 29 - October 2, 1992, in conjunction with the national pesticide coordinators' meeting. Objectives, notes and list of attendees are included in:

Barry, J. and P. Skyler. 1992. Notes - National Pesticide Coordinator's Meeting, Salt Lake City, Utah, September 29 - October 2, 1992. Forest Pest Management, Davis, CA.

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These notes represent the initial step in developing a strategic plan for the PUM&C Group. The session began with an initial draft of vision and mission statements, and a list of eleven goals. From these documents and under Mike's guidance, the participants were divided into five work groups and given assignments during the three days to review and develop the goals, and to identify objectives and strategies. Considerable progress in developing the goals was made. The participants became familiar with the strategic planning process, developed ownership in the PUM&C plan, and committed to furthering the development and finalization of the strategic plan.

Your comments on these notes are invited.

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Section I

I. Introduction and Overview

The Pesticide Use Management and Control (PUM&C) function of the U.S. Forest Service is responsible for ensuring safe, efficacious, economic, and environmentally sound use of pesticides to support forest health. This function is supported by a national staff that, among other things, sets policy and direction, obtains resources to support program goals, and responds to specific crises that affect forest and ecosystem health. Pesticide programs are implemented through regional, forest, and district personnel who plan, execute, monitor, and control pesticide application. The PUM&C function is also supported by a research community that investigates chemical and biological agents and their effects on forests and other elements of the ecosystem, including humans who come in contact with pesticides either incidentally or during the application process.

The PUM&C national staff is responsible for developing a strategic plan for the Forest Service's PUM&C activities. Recognizing that a strategic plan must reflect the interest of and be endorsed by those who will implement it, the national staff elected to develop the plan through a participative process that includes as many Pesticide Coordinators and other interested parties as possible. Toward this end, the biannual National Pesticide Coordinator's meeting was designed to accommodate a combination of information exchange sessions and a series of strategic planning sessions for obtaining input from meeting attendees for use in formulating a draft strategic plan that could be further refined to reflect the broadest participation possible.

This document captures the results of strategic planning sessions conducted during the National Pesticide Coordinator's meeting held September 29 through October 2, 1992 in Salt Lake City, Utah. Participation ranged from 35 to 50 participants over the course of the meeting with a wide variety of perspectives represented based on geographical, occupational, and organizational factors. All regions were represented; occupations from pesticide research to pesticide application participated; and representatives from districts, forests, regions, and national headquarters were present.

The schedule for the strategic planning sessions is show in slide 2.¹ Each strategic planning session began with a facilitator describing the objectives of the session; next, the facilitator gave detailed instructions for the planning tasks to be accomplished during that session; the large group then adjourned to five work groups to do the planning tasks; and, finally, the large group reconvened and a spokesperson from each work group presented the work group's results to the large group.

¹References to "slides" are to briefing slides used during the strategic planning sessions; these slides are numbered in the lower right-hand corner and are provided following the text in each section of this document.

**NATIONAL PESTICIDE
COORDINATOR'S MEETING**

Strategic Planning Sessions

**Salt Lake City, Utah
September 29 - October 2, 1992**

Overview of Strategic Planning Activities

2

Section II

II. Strategic Planning Objective and Process Overview

The overall objectives for the strategic planning sessions are shown in slide 3. The primary objective was to provide a forum for obtaining field input to the strategic planning process leading to a specific action plan for achieving program goals. In addition, the process provided a opportunity for diverse views to be surfaced and discussed and for field personnel to anticipate how PUM&C goals support field activities.

An overview of the entire strategic planning process is shown in slide 4. The sessions conducted during this meeting included a review of the national vision, mission and program goals; an environmental scan of the internal and external factors that affect realization of the PUM&C vision; and recommendation of specific objectives and strategies or activities for accomplishing program goals. Time did not permit explicit consideration of the information, organization, and resource requirements for each of the strategies/activities; this will occur as the plan is further developed. In future years, the plan that results from this effort can be the basis for tracking accomplishments and performance measures.

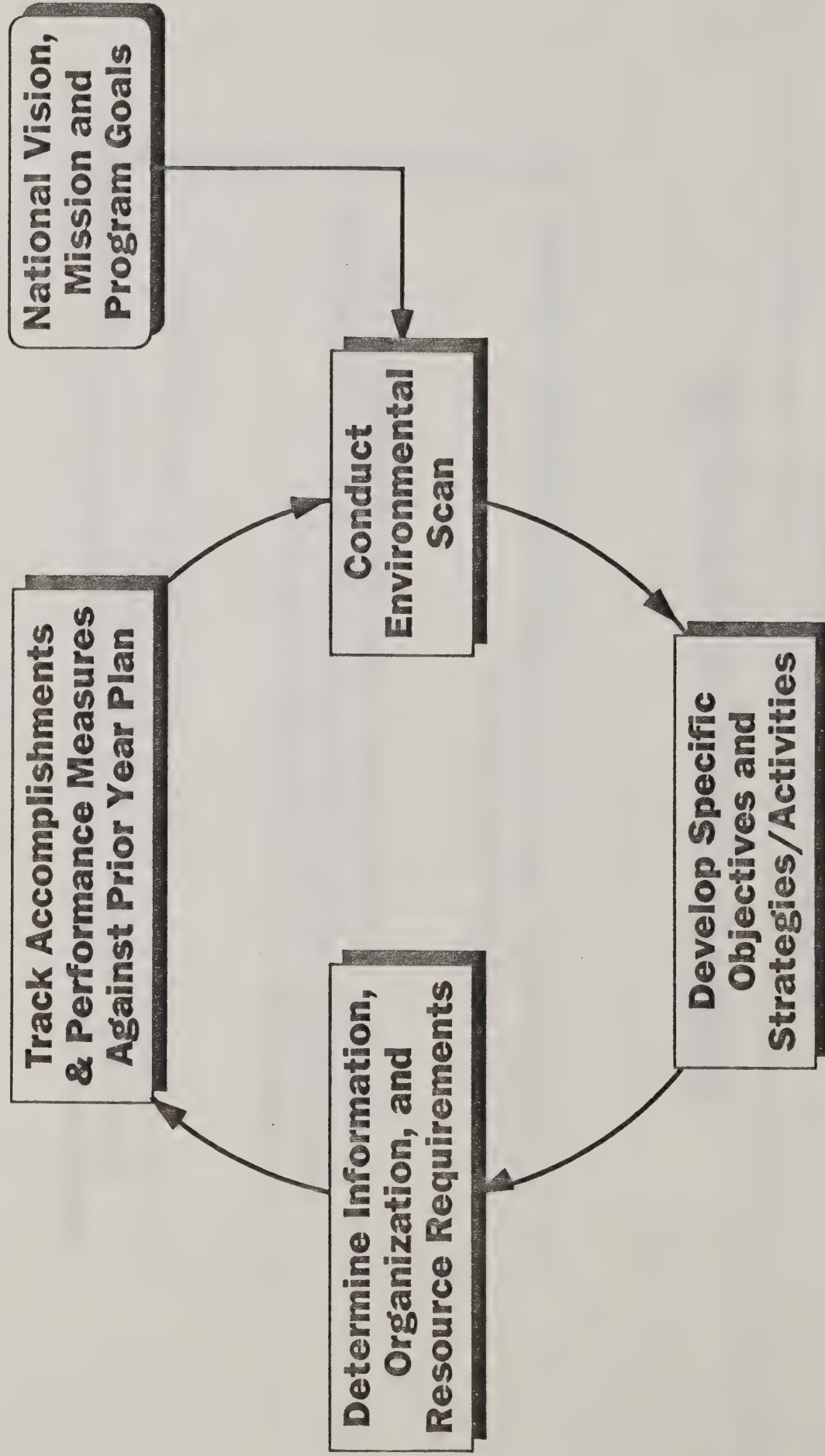
Each work group was assigned a work group leader who managed the activities of the work group. All participants were provided slides 5 thorough 13 that address team roles and responsibilities, offer guidance for work group interactions, and describe several techniques for accomplishing group work.

Strategic Planning Objectives

- **To obtain field input for the national PUM&C vision, mission, and program goals.**
- **To identify specific objectives and strategies for translating national program goals into an effective action plan with measurable results.**
- **To assist field units in anticipating how national goals will support field activities.**

Pesticide Use Management and Coordination Strategic Planning Sessions

Strategic Planning Process Overview



Working With A Team

- **Why a team is needed**
- **Consensus as a basic team principle**
- **Group roles and responsibilities**
- **Characteristics of an effective team**
- **Guidelines for Brainstorming**
- **Instructions for "Ideawriting"**

Pesticide Use Management and Coordination Strategic Planning Sessions

Why a Team Is Needed

- **Broadens ownership of change process and products**
- **Allows exchange of information from multiple perspectives**
- **Increases effectiveness of communication channels to diverse groups**

Consensus as a Basic Team Principle

Operational Definition

I believe you understand my point of view.

I believe that I understand your point of view.

Whether or not I prefer this decision, I will support it, because it was arrived at in an open and fair way.

Guidelines for Reaching Consensus

- Avoid arguing for the sake of "getting your own way."
- Avoid changing your mind for the sole purpose of avoiding conflict.
- Avoid conflict-reducing techniques such as majority vote, bargaining, or coin flip.
- View differences of opinion as natural and helpful, rather than as a hindrance.
- Be skeptical of agreement reached too early.

Group Roles and Responsibilities

- **Facilitator/Leader**
Helps keep the group on task
Assures that everyone is able to participate; no one dominating, no one excluded
Encourages people to respect and use their different perspectives and views
Assists the group in achieving its goal
- **Scribe**
Records ideas, decisions, and recommendations
Listens for key words; does not edit – uses exact words
Captures the basic idea of what is said
Writes rapidly and legibly
Uses flip chart to focus attention

Characteristics of an Effective Team

- **Much discussion with everyone participating**
- **Every idea and point is listened to.**
- **Atmosphere is informal and relaxing with people involved and interested.**
- **Disagreement is present but team members are comfortable about expressing disagreement.**
- **Most decisions are reached by consensus.**
- **Everyone understands, accepts, and is clear about the group task or objective.**
- **People express their feelings openly.**
- **Everyone accepts the assignments needed to complete the tasks**
- **Chairperson does not dominate the meeting.**
- **The group is aware of the way it is operating.**

Pesticide Use Management and Coordination Strategic Planning Sessions

Group Roles and Responsibilities **(cont'd)**

- **Presenter**

Reports out small group results to the large group
Makes sure he/she understands what is to be reported
May take personal notes during session
Uses group's flip chart notes when appropriate
Is able to explain how group worked through task

- **Timekeeper**

Ensures successful completion within allocated time
Assists group in determining time limits for subtasks
Gives regular updates to group on time remaining

Guidelines for Brainstorming

- **List every idea in response to a triggering question.**
- **Do not discuss ideas.**
- **Do not judge ideas (good or bad).**
- **Repeat ideas are fine.**
- **"Piggybacking" on someone else's idea is fine.**
- **The more ideas, the better.**

Pesticide Use Management and Coordination Strategic Planning Sessions

Instructions for "Ideawriting"

- **Each member of the work group starts with a blank sheet of paper.**
- **Working silently and individually, consider the "triggering question," write down three of four ideas, and place your paper in the "idea pool" in the center of the table.**
- **Draw another sheet from the "idea pool," read the ideas listed and add additional ideas or augment those already listed.**
- **Continue this process until all papers have circulated or until time is called.**
- **Summarize individual responses as directed by the work group leader or facilitator.**

**Pesticide Use Management and Coordination
Strategic Planning Sessions**

Work Group Assignments

<u>Work Group Chair</u>	<u>Color</u>	<u>Meeting Room</u>
Ed Holsten	Black	
John Neisess	Yellow	
Doug Parker	Blue	
Fay-Shon Ed Monnig	Orange	
Leon LaMadeleine	Green	

Section III

III. PUM&C Vision, Mission and Program Goals

Process

The first step in the strategic planning process is to obtain general agreement on the PUM&C vision, mission and program goals. Prior to the Coordinator's Meeting, the PUM&C national staff drafted vision and mission statements to serve as the initial version for review and comment. In addition, the national staff prepared eleven statements used to stimulate discussion of PUM&C program goals. During this session, work groups reviewed the vision and mission statements provided; offered any suggested additions, deletions and/or modifications; and, through a structured exercise, developed a list of accomplishments that would help PUM&C realize its vision. Following this exercise, work groups reviewed the eleven program statements prepared by the national staff and assessed their relevance to realizing the PUM&C vision. Slides 14 through 22 contain the information and instruction provided to work groups during this session.

Product

Each work group reviewed the draft vision and mission statement and made recommendations for revisions or raised questions for further consideration. After reviewing the vision and mission statements, work groups responded to the "triggering question" stated in slide 18. Their responses to this triggering question are included in Appendix A as is the work groups' assessments of the eleven program areas provided for the work groups' reviews (see slide 20 for these eleven program areas in abbreviated form). In responding to the triggering question, each work group agreed on its "top three" accomplishments or programs. Statements included in the "top three" are indicated by "-->" in the work group lists. Appendix A contains all results from these tasks ordered by work group so that the entire effort of each work group can be viewed.

Appendix B provides the work groups' responses to the triggering question shown on slide 18 but the results are organized around six major themes that emerged upon review of the responses. These six areas include three that speak directly to the PUM&C pesticide research and application activities and three that deal with internal relationships, public

perceptions, and relationships with other agencies and activities. These six areas are:

- Research Coordination and Facilitation
- Technology Transfer
- Pesticide Application
- Communications/Public Relations
- Organizational Development
- Interaction/Information Exchange

The "Top Three Programs/Accomplishments" page in Appendix B lists the combined "top three" responses from the work groups ordered by these six program areas. The remainder of Appendix B contains the entire set of work group responses, ordered according to the six program areas. Note that all but three of the work group responses were placed in one of the six program areas.

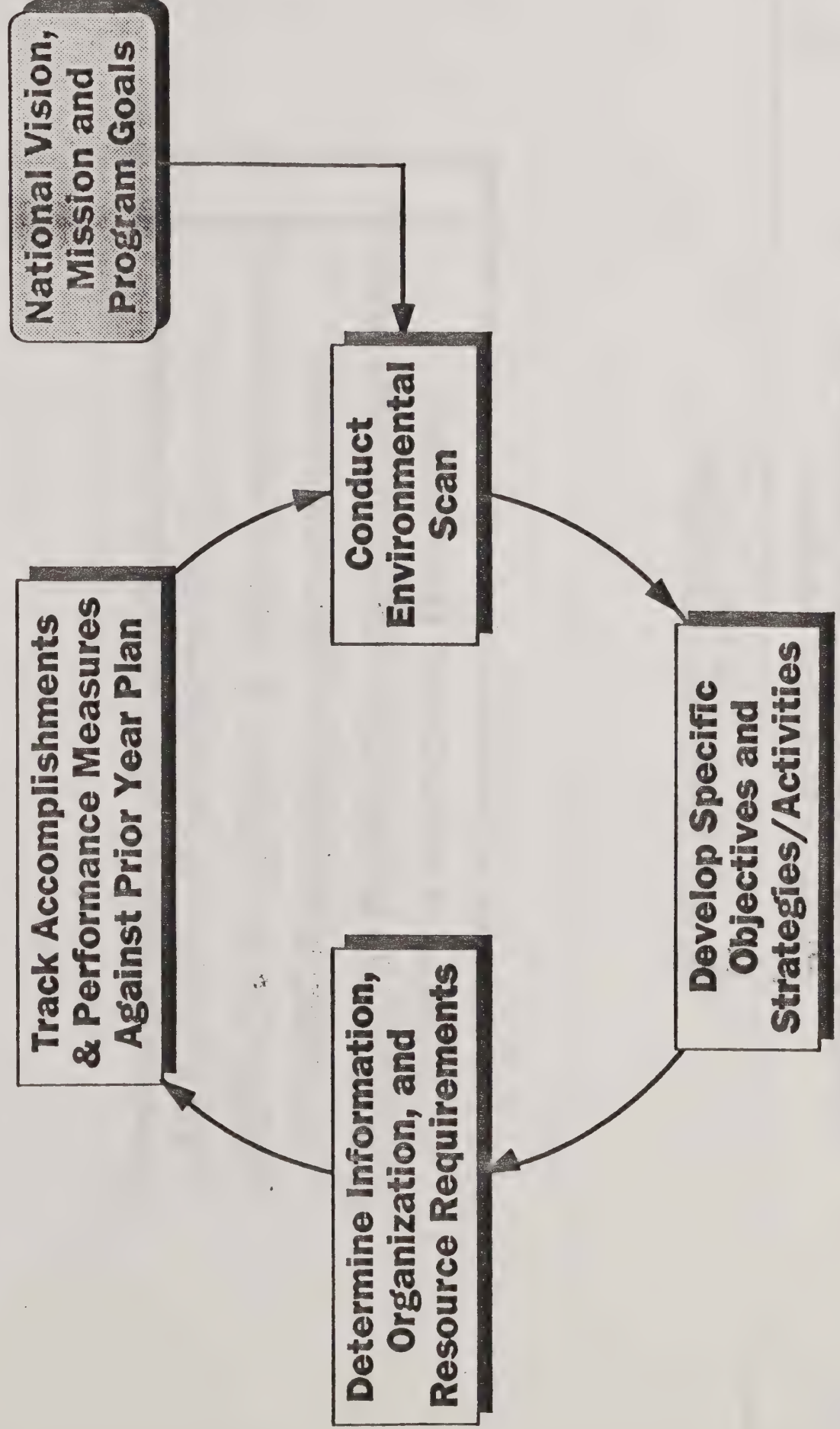
Analysis

The primary insights gained from this activity are:

- (1) The draft PUM&C vision and mission statements provide a good starting point but may need to be revised to reflect a U.S. Forest Service perspective and to further clarify the PUM&C role in international activities.
- (2) The accomplishments and programs needed to realize the PUM&C vision include most of those included in the list developed by the national staff. However, additional accomplishments, especially as they relate to communications and public relations are needed to improve the public perception of PUM&C activities and to avoid unwarranted appeals during the NEPA process. The Pesticide Coordinators view opportunities to interact with colleagues and to receive information about pest control and forest health activities as critical to realizing the PUM&C vision.

Pesticide Use Management and Coordination Strategic Planning Sessions

PUM&C Vision, Mission, and Program Goals



Pesticide Use Management and Coordination Strategic Planning Sessions

Draft PUM&C Mission

The purpose of PUM&C staff is to provide national and international leadership in the safe, economic, efficacious, and environmentally sound use of pesticides to support the health of trees, forests, and the ecosystems.

Draft PUM&C Vision

The vision of the Pesticide Use Management and Coordination Staff (PUM&C), Washington Office, Forest Pest Management, is to be recognized as the focal point of world leadership for information and technology on scientifically sound use of pesticide in forestry.

Pesticide Use Management and Coordination Strategic Planning Sessions

First Work Group Task (Tuesday p.m.)

(Approximately 30 minutes)

- 1. Determine work group roles and responsibilities.**
- 2. Use "ideawriting" to respond to the "triggering question" (see instructions).**
- 3. After about 10 minutes of ideawriting, stop writing, label each paper with a letter (A, B, C, etc.) and give one paper to each person; number entries on each paper for reference.**
- 4. Each person selects the three most important accomplishments from the paper he/she holds.**
- 5. Group selects the top three accomplishments for presentation to large group – these may be combinations or revisions of original ideas.**
- 6. Work group scribe records top three on flip chart and post in large meeting room.**

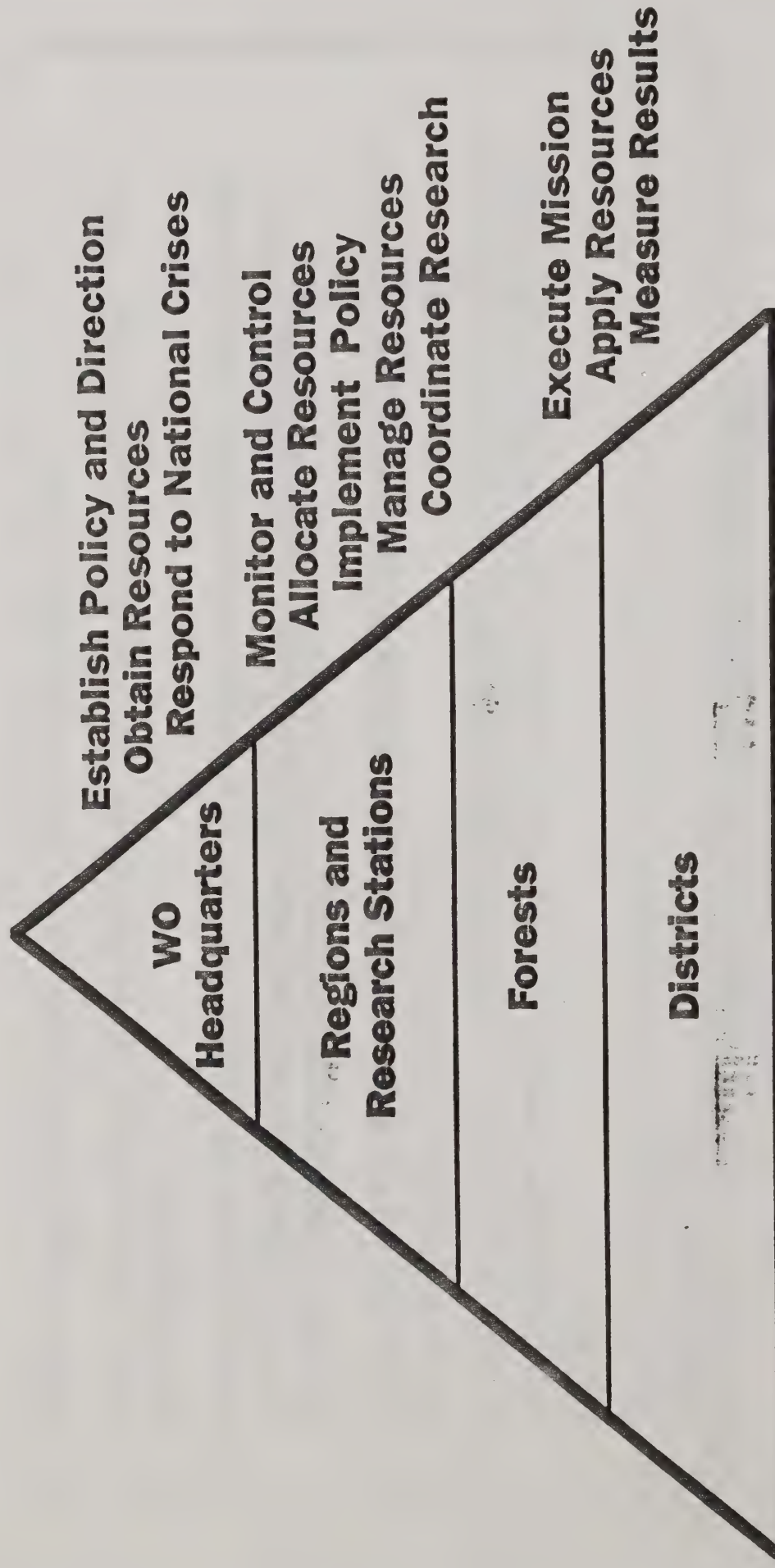
Achieving the PUM&C Vision

Triggering Question 1:

What accomplishments will have caused us to realize our vision?

**Pesticide Use Management and Coordination
Strategic Planning Sessions**

PUM&C Program Roles and Responsibilities



PUM&C Programs Goals

- 1. Pesticide use technology transfer**
- 2. Future need and role for pesticides**
- 3. Application technologies development**
- 4. Herbicide use coordination**
- 5. Habitat sensitivity**
- 6. Pesticide use training**
- 7. Pesticide research coordination**
- 8. Support to agro-forestry and shelter belts**
- 9. Urban forest protection**
- 10. Pesticide data collection**
- 11. Research needs coordination**

Pesticide Use Management and Coordination Strategic Planning Sessions

Second Work Group Task (Tuesday p.m.)

(Approximately 30 minutes)

- 1. Consider the eleven suggested program goals (see handout for full text).**
- 2. Individually, indicate on the template provided the extent to which accomplishment of each program goal will lead PUM&C toward realizing its vision.**
- 3. In the "Comment" column, note ideas for changes, additions, or deletions to the suggested national program goals.**
- 4. Add additional program goals that are needed to ensure that PUM&C realizes its vision.**
- 5. As a group, summarize individual responses to arrive at a consensus for each national program goal and any additions, deletions, or modifications.**
- 6. Record group results on the transparencies provided for use during report out.**

Assessment of PUM&C Programs

Triggering Questions 2:

**If successfully executed, to what extent will these
program goals lead PUM&C to realize its vision?**

**What programs, if any, should be eliminated, added,
or modified?**

PUM&C Program Goal Review Template

Work Group:

Program Goals	Responsiveness to Vision (H,M,L)	Comments
1. Pesticide use technology transfer		
2. Future need and role for pesticides		
3. Application technologies development		
4. Herbicide use coordination		
5. Habitat sensitivity		
6. Pesticide use training		
7. Pesticide research coordination		
8. Support to agro-forestry and shelter belts		
9. Urban forest protection		
10. Pesticide data collection		
11. Research needs coordination		
12.		
13.		
14.		
15.		

Section IV

IV. Environmental Scan

Process

The environmental scan serves to inform planners about current and future internal and external factors that may affect programs success. The environmental scan provides a basis for developing objectives and strategies/activities for achieving program goals (see slides 23 and 24). The method used to conduct the PUM&C environmental scan is a Strengths, Weaknesses, Opportunities, and Threats (or SWOT) Analysis. A SWOT Analysis provides a multidimensional view of PUM&C activities by examining internal and external factors, good and bad views, and a present and future perspective (see slide 25). A SWOT Analysis should examine current trends such as those shown in slide 26 and translate them into an anticipate effect on PUM&C.

The environmental scan was performed by the five work groups. A SWOT Analysis was performed for each of the six program areas shown in slide 27. Work groups were assigned two program areas each (slides 28 and 29) and tasked to review assigned areas, conduct a SWOT Analysis for assigned areas using the triggering questions provided (slide 30), and report their results to the large group. Four of the program areas had two work groups reviewing them; the remaining two program areas were reviewed by one group each. Results from the work group activities were recorded on flip charts and/or templates provided and then presented to the large group.

Product

Appendix C contains the results of the SWOT Analysis by work group. Note that in most cases, each work group reviewed two program areas; in some cases, however, work groups were unable to review both of the program areas assigned, especially when the work group was given sole responsibility for a program area.

A more useful organization of the SWOT Analysis results is provided in Appendix D where work group results are aggregated and then reorganized by program area. Here, the combined views of the work groups are shown for each program area considered.

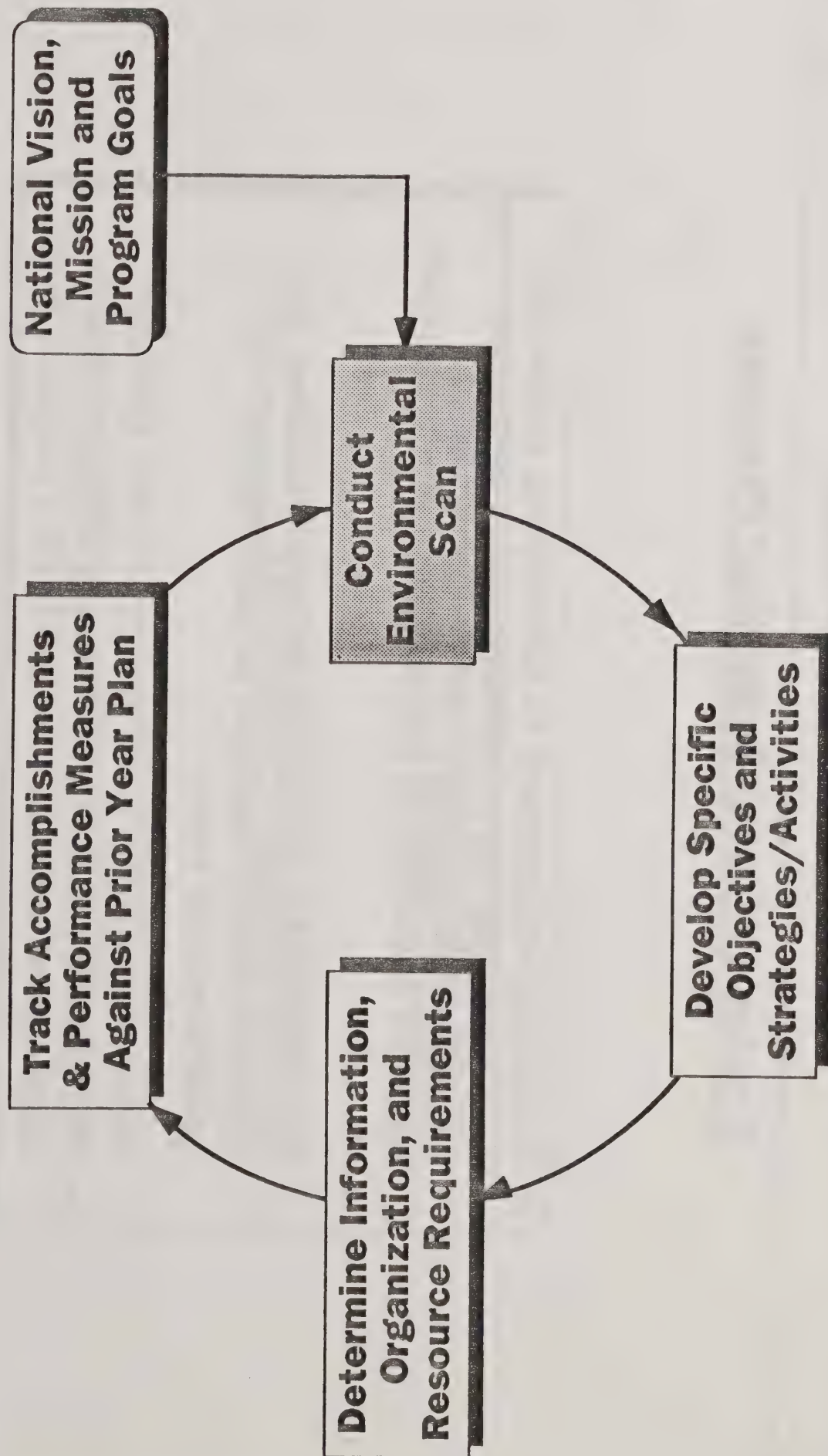
Analysis

Several insights gained from this task are:

- (1) Participants generally agreed that the decentralized structure of the PUM&C function serves the Forest Service well but that the national leadership could take a stronger role, especially as it relates to policy formulation and information sharing.
- (2) The PUM&C activity faces formidable challenges in changing public opinion and mitigating the effects of special interest groups who oppose use of pesticides in managing forest health.
- (3) Better, more easily accessed pesticide data is needed to support pesticide application projects and to respond to NEPA appeals.
- (4) PUM&C program participants have strong relationships with staff in other agencies and organizations and benefit from sharing expertise and information.

Pesticide Use Management and Coordination Strategic Planning Sessions

Environmental Scan



Environmental Scanning Process

- A structured approach to identifying, collecting, and analyzing the conditions under which the organization operates now – and will likely operate under in the future.
- Use Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to accomplish environmental scan.
- Provides a basis for developing objectives and strategies/activities for achieving program goals.

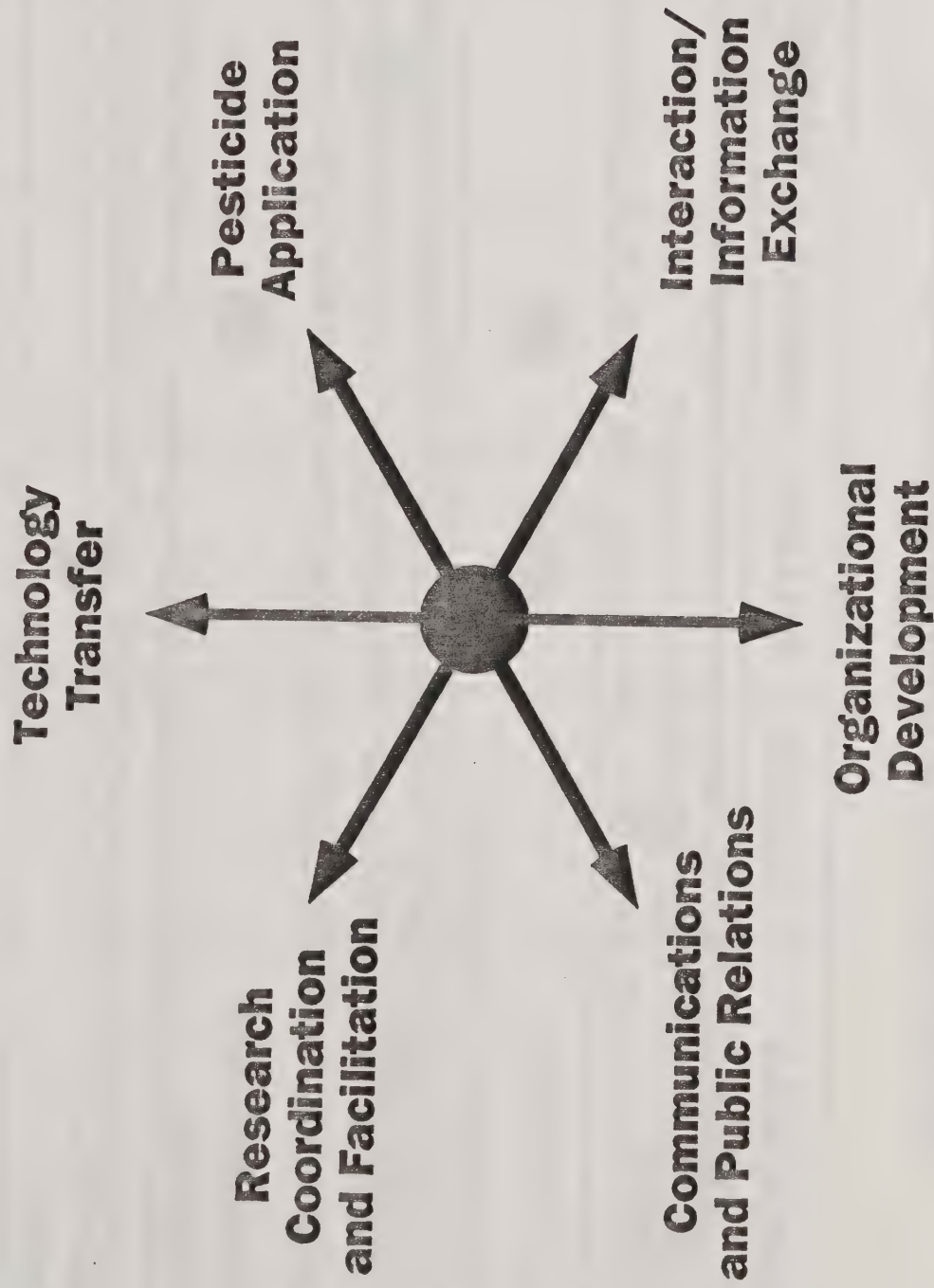
SWOT Analysis Overview

- **Examine internal strengths and weaknesses in relation to external opportunities and threats.**
- **Examine the good (strengths and opportunities) and the bad (weaknesses and threats).**
- **Examine the present (strengths and weaknesses) and the future (opportunities and threats).**

Illustrative Trends and Issues











- **International declaration to support healthy forests and protect the environment.**
- **Global expansion of PUM&C mission and role.**
- **Move away from traditional chemical pesticides toward more environmentally acceptable materials.**
- **More advanced biorational materials and techniques for forest pest prevention and control.**
- **Move from current product/pest approach toward ecosystem approach consistent with forest health and new perspectives in forestry.**

PUM&C Summary Program Areas



Pesticide Use Management and Coordination Strategic Planning Sessions

Work Group Program Assignments

PROGRAM AREAS	BLACK	YELLOW	ORANGE	GREEN	BLUE
Research Coordination and Facilitation					
Technology Transfer					
Pesticide Application					
Communications and Public Relations					
Organizational Development					
Interaction and Information Exchange					

Third Work Group Task (Wednesday a.m.)

(Approximately 90 minutes)

- 1. Discuss each of the summary program areas assigned to your work group and reach agreement on its meaning.**
- 2. For each program area, discuss and document the strengths, weaknesses, opportunities, and threats (SWOT) in the current environment using the triggering questions to guide the discussion.**
- 3. For each program area, document the results of your SWOT analysis using the templates provided.**

SWOT Analysis Triggering Questions

- **External**

What major external opportunities do we have?

What major external threats do we face?

Example Topics:

**Political, economic, social, technological, and educational forces and trends
Clients, customers, stakeholders
Competitors and/or collaborators (actual and potential)**

- **Internal:**

What are our major internal strengths?

What are our major internal weaknesses?

Example Topics:

Organizational resources (inputs)

Present strategy to achieve program goals (processes)

Organizational performance (outputs)

SWOT Report Template

Work Group:
Program Area:

External Opportunities	External Threats

Section V

V. Objectives and Strategies/Activities

Process

Objectives translate program goals into more specific, measurable statements that can guide resource allocation and performance tracking. Strategies or activities are the specific steps taken to accomplish objectives. Strategies/activities consume resources and produce observable results. Objectives and strategies/activities are chosen to achieve program goals by taking advantage of strengths, exploiting opportunities, overcoming weaknesses, and/or neutralizing threats. Consequently, the results of the previous two work group activities are essential to formulating objectives and strategies/activities.

Slides 31 through 33 show the task assigned to work groups for formulating program objectives and strategies/activities. Each work group examined the SWOT Analysis result in their assigned program areas, developed objectives and strategies/activities, and, to the extent possible, developed appropriate performance measures and target schedules.

Product

Recommended objectives in each program area and their associated strategies/activities are provided in Appendix E. A total of fourteen different objectives were recommended with two or more objectives recommended in each of the six program areas and several strategies/ activities developed for each objective. Strategies/activities were developed by government fiscal year and prioritized within fiscal years. When possible, performance measures were developed for strategies/ activities.

Analysis

Primary insights gained through this work group activity are:

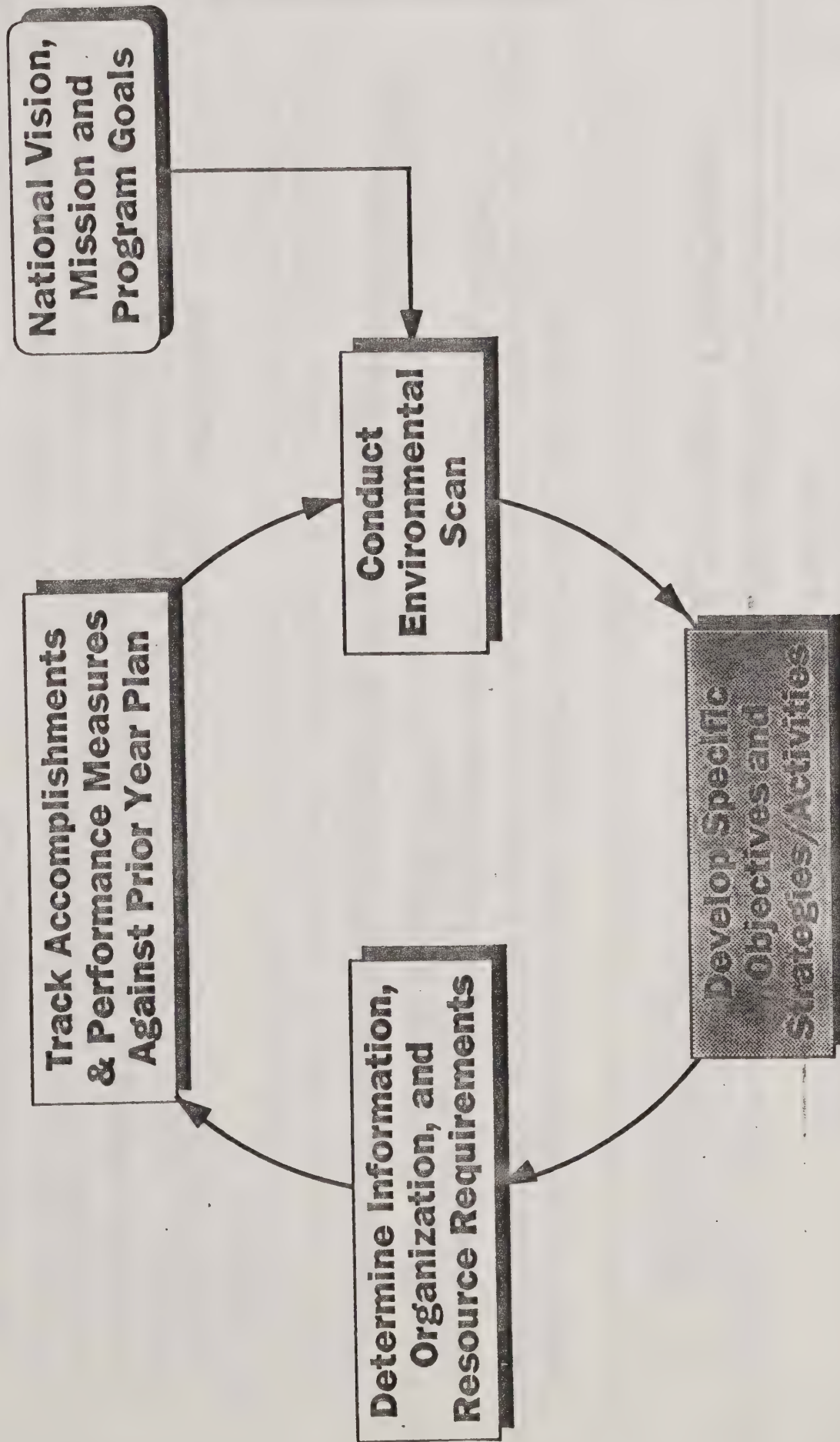
- (1) While many excellent ideas were offered through this exercise, most participants felt that considerable work remains before the

recommended objectives and strategies/activities will adequately reflect the actions needed to realize the PUM&C vision.

- (2) Most of the recommended strategies/activities address relatively near-term needs (e.g., within the next two to three years). Additional thought needs to be given to longer term needs to guide strategic planning for the future.
- (3) Several of the recommended strategies/activities can be implemented with little or no additional resources and would address specific concerns raised by participants. Most notable among these low cost recommendations are the reinstitution of the pesticide coordinators' newsletter and more frequent opportunities for pesticide coordinators to meet to exchange information and share experiences.

Pesticide Use Management and Coordination Strategic Planning Sessions

Objectives and Strategies/Activities



Objectives and Strategies/Activities Overview

- **Purpose**

To determine a set of multi-year objectives/strategies/activities for each of the major program areas

To develop appropriate mechanisms for tracking accomplishments

- **Product**

A prioritized set of objectives and strategies/activities

A time frame for their achievement

A set of performance measures

Broad resource implications

Fourth Work Group Task (Thursday a.m.)

(Approximately 60 minutes)

- 1. Use the SWOT analysis results to develop and reach agreement on a set of objectives and specific strategies/activities to achieve the objectives. (WHAT WE MUST DO TO ADDRESS WEAKNESSES AND THREATS. HOW WE WILL CAPITALIZE ON STRENGTHS AND OPPORTUNITIES.)**
- 2. Develop appropriate performance measures and target schedules for achieving each set of objectives/strategies/activities. (HOW WE WILL MEASURE PROGRESS IN ACHIEVING OUR OBJECTIVES.)**
- 3. Prioritize objectives/strategies/activities. (THE ORDER IN WHICH WE SHOULD UNDERTAKE ACTIVITIES.)**
- 4. Describe broad resource implications of objectives/strategies/activities. (WHAT FUNDING AND PEOPLE NEEDS THE ACTIVITIES IMPLY.)**
- 5. Record results for each program area using the template provided for use during report out.**
- 6. Repeat for each program area assigned.**

Objectives and Strategies/Activities Template

Program Area:

Specific Objective:

Work Group:

Strategies/ Activities	Performance Measures	Resource Implications
<u>FY93 (Prioritized)</u> . . .		
<u>FY94 (Prioritized)</u> . . .		
<u>FY95 (Prioritized)</u> . . .		

Section VI

VI. Information, Organization, and Resource Requirements

Process

The recommended strategies/activities depend on certain information, organizational support, and investment of resources. This task is designed to give work groups an opportunity to estimate the extent to which requirements can be satisfied through available resources and the areas where additional resources must be obtained and applied. For example, some strategies may require use of information technology not currently available so that needed data can be accessed in a timely and reliable fashion.

Due to time constraints, work groups were unable to address the specific information, organization, and resource implications of the recommended strategies/activities. Slides 34 and 35 describe the nature of the task that would lead to identifying these implications.

Product

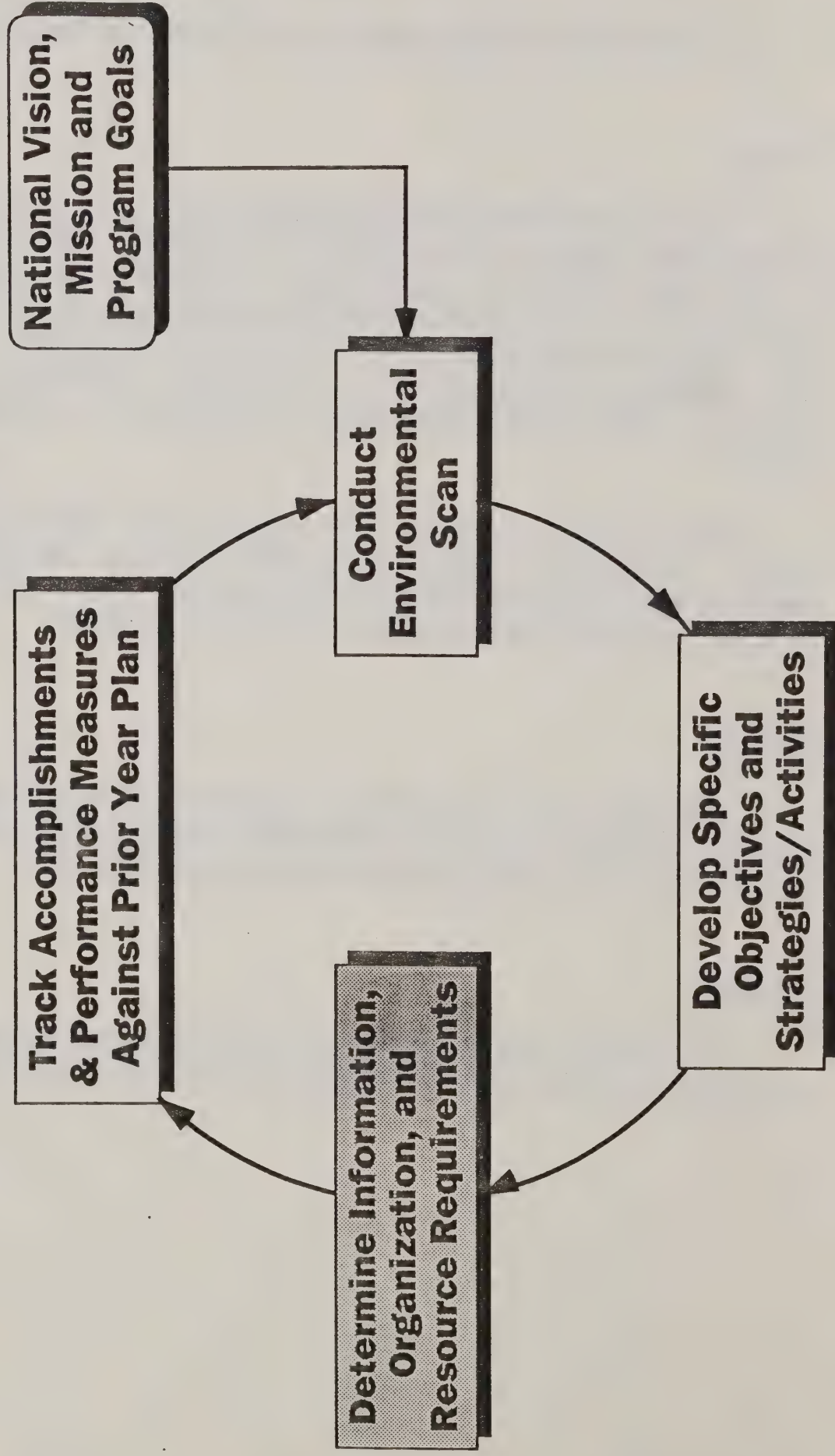
This task was not completed during the strategic planning session; however, some work groups included some resource implications along with the recommended strategies/activities (see Appendix E).

Analysis

This task was not completed during the strategic planning sessions but should be performed prior to finalizing the PUM&C Strategic Plan.

Pesticide Use Management and Coordination Strategic Planning Sessions

Information, Organization, and Resource Implications



Fifth Work Group Task (Thursday a.m.)

(Approximately 60 minutes)

- 1. Based on the objectives/strategies/activities for your group's program areas, discuss and develop a list of potential informational and organizational requirements that are critical to accomplishing the program goals.**
- 2. Consider the following questions:

What information resources are needed to undertake the identified strategies/activities (equipment, software, tools, systems, methods)?

What organizational support within and among organizational entities is needed to support activities (new processes, staff, organizational structure, management training, etc.)?**
- 3. What shift in resources may be needed for optimal accomplishment of objectives/strategies/activities, giving special attention to resource implications for field units?**
- 4. For each program area, record group results on a flip chart for use during report out.**

Section VII

VII. Summary

The strategic planning sessions generally met the stated objective of providing an opportunity to obtain input from field personnel for developing a PUM&C strategic plan. Further, it provided a forum and a process for surfacing and discussing a variety of issues that field staff are seldom able to bring to the forefront. The resulting recommendations for the strategic plan reflect many of the desires and concerns of the field staff.

The greatest single disadvantage of the strategic planning process was the rapid pace of the planning activities and the limitations on time available to fully develop ideas. Most participants felt that, with more time, more ideas would surface and those that did surface could be more fully developed. However, given the time available, participants were generally pleased with the amount they were able to accomplish and expressed a desire to continue their participation in the planning process as the strategic plan evolves.

The findings, observations, and recommendations contained in this document provide a starting point for a PUM&C strategic plan. With additional input from sources not included in the Pesticide Coordinator's meeting and with further development of the ideas offered here, PUM&C can develop a strategic plan that will serve as a roadmap for the future.

APPENDICES

- Appendix A. Work Group Reviews of PUM&C Vision, Mission and Program Goals
- Appendix B. Aggregated Results from PUM&C Vision, Mission and Program Goals Review
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Appendix A

Work Group Reviews of the PUM&C Vision, Mission and Program Goals

PUM&C Vision Statement Review

Work Group: Black

Recommended Vision Statement

The vision of pesticide use, management and coordination activities of the US Forest Service is to provide credible information and state-of-the-art technology about environmentally sound use of pesticides in forest and range ecosystem management.

Programs/Accomplishments

Work Group: Black

- > 1. Increased public awareness
- > 2. R&D -- more effective and environmentally "safe" pesticides
- > 3. Technology transfer adequate and timely within the organization;
top down and bottom up -- reduced environmental risk

PUM&C Program Goals Review

Work Group: Black

<u>Program Goals</u>		<u>Responsiveness to Vision (H,M,L)</u>	<u>Comments</u>
1.	Pesticide use technology transfer	High	Become global leader in pesticide use technology. Transfer by . . .
2.	Future need and role for pesticides	High	Period after restoration. Dump "consistent with . . ."
3.	Applications technologies development	High	"efficacious" environmentally sound "application of pesticides."
4.	Herbicide use coordination	Med	
5.	Habitat sensitivity	High	
6.	Pesticide use training	High	Develop & implement trng prog. for use of pesticides forest & range <u>ecosystem</u> management.
7.	Pesticide research coordination	Med	
8.	Support to agro-forestry and shelter belts	Med	
9.	Urban forest protection	Med	
10.	Pesticide data collection	High	Monitoring project QA/QC. " for addressing research operational data requirements related . . ."
11.	Research needs coordination		Encompassed in #7.
12.	Public education/informed consent	High	
13.	Interagency coordination	Med	

PUM&C Vision Statement Review

Work Group: Blue

Recommended Vision Statement

The vision of the PUM&C program, for the Forest Service, is to be recognized as the source of leadership for information and technology on scientifically sound pest management in forestry and wildlands.

Programs/Accomplishments

Work Group: Blue

1. State and private organization seeks advice on pest management
- > 2. Field accepts Washington Office leadership
3. Effective coordination with other federal agencies at the national level
- > 4. Effective coordination with other WO staff
5. Coordination between national office and regions, especially field visits
- > 6. Project implementation with fewer appeals and litigation
7. Consensus on what we will and won't treat
8. Accepted information management system
9. Effective research to satisfy identified program needs

PUM&C Vision Statement Review

Work Group: Green

Recommended Vision Statement

The vision of the Pesticide Use Management and Coordination Staff (PMU&C), Washington Office, is to be recognized as the focal point of world leadership for information and transfer of technology on scientifically sound use of pesticides in forest ecosystems.

PUM&C Mission Statement Review

Work Group: Green

Recommended Mission Statement

The purpose of PUM&C staff is to provide national and international leadership in the safe, economic, efficacious, and environmentally sound use of pesticides to support and sustain the health of trees, forests, and their ecosystems.

Programs/Accomplishments

Work Group: Green

1. Global awareness/programs
2. Increase scientific resources (people, etc.)
3. Information management systems -- international
4. Technical development support -- ecosystem (existing), TT
5. Develop new technologies -- look forward
6. Clarify strengths and weaknesses of pesticides in forestry
7. Pesticide success stories in forest health (US and international)
8. Develop criteria for determining acceptability of pesticides
9. Leadership coordination for pheromane registration -- get pheromones out of normal pesticide registration process
10. Leadership coordination and direction and technology transfer for pesticide use (US)
11. Public support/awareness (we have to gain credibility)
12. Focus on national and international problems
- > 13. Provide leadership, coordination, direction and support for the development of pesticide use technology and transfer to forest land managers
- > 14. Develop new technologies
- > 15. Develop public awareness and support for environmentally sound pesticide use to restore and sustain forest health

PUM&C Program Goals Review

Work Group: Green

<u>Program Goals</u>	<u>Responsiveness to Vision (Rank, 1=high)</u>	<u>Comments</u>
1. Pesticide use technology transfer	1	Reward (global, all ownerships, networks)
2. Future need and role for pesticides	2	Identify
3. Applications technologies development	1	Improve present; develop new
4. Herbicide use coordination	4	
5. Habitat sensitivity	3	
6. Pesticide use training	4	
7. Pesticide research coordination	4	Same as #11?
8. Support to agro-forestry and shelter belts	5	Combine with #1; high if international
9. Urban forest protection	5	Combine with #1; same as #8?
10. Pesticide data collection	3	
11. Research needs coordination	2	Combine with #7
12. Put past uses in perspective/gain credibility		

PUM&C Mission/Vision Statement Review

Work Group: Orange

Mission Statement Comments/Questions

1. International vs. national? (what are relative proportions or delete?)
2. Objective of pesticide use is to meet human uses of forests as well as trees, forests and ecosystem.

Vision Statement Comments/Questions

1. Should the vision be reduce/eliminate use of chemical pesticides?
2. Should the vision address "ecosystems" instead of "pesticide use"?
3. Substitute Forest Service for WO.

Programs/Accomplishments

Work Group: Orange

1. Develop multicultural organization and value input
2. Act ethically in all our actions and in behavior to each other
3. Develop skill "to listen" rather than "to tell"
4. Educate public regarding need to manage ecosystem
5. Recognize importance of all organisms in natural environment
6. Better understanding of relationship between various native organisms
7. Train re safe application of pesticides
8. Develop alternatives to use of chemicals
9. Successful pesticide projects
- > 10. Work more in prevention
11. Not be hearing negative news
12. Closer cooperation in rulemaking
- > 13. Receive requests from all segments of forest community for information
14. Receive Golden Eagle Award from coalition against pesticides
15. Receive recognition from UN or other world bodies
- > 16. Develop pheromone technology as a readily implemented tool for I&D control
17. Pesticide information for equal footing
18. Communicate true risk of pesticides to rest of Forest Service and public

PUM&C Vision Statement Review

Work Group: Yellow

Recommended Vision Statement

The vision of Pesticide Use Management and Coordination Staff (PUM&C), Washington Office, Forest Pest Management, is to serve as the focal point of national leadership for information and technology on scientifically sound use of pesticide in forestry.

Programs/Accomplishments

Work Group: Yellow

1. Pesticide monitoring including worker exposure to evaluate mitigation measures
2. Fill data gaps and define additional information needed
3. Health of "the" ecosystem is improved through use of pesticides
4. Education program aimed at overcoming pesticide myths -- number of pesticide myths reduced
- > 5. Leadership must provide service, direction and information to field users in support of pesticide use project
6. Completed technical analysis of the environmental effects and human health effects of using pesticides
7. District rangers and forest supervisors can articulate risks of projects that use pesticides
- > 8. Develop strong cooperative partnerships national and international level
9. Pesticides are used with a low risk to humans and environment
10. Clients, workers and public recognize and accept role of pesticides in forest/range management
11. Demonstrate ability to provide solutions to forestry problems through pesticide use
- > 12. Have successful resource management projects with positive track record through appeals and litigation
13. Conduct successful projects supported by NEPA and experts

PUM&C Program Goals Review

Work Group: Yellow

<u>Program Goals</u>	<u>Responsiveness to Vision (H,M,L)</u>	<u>Comments</u>
1. Pesticide use technology transfer	High	Delete "global"; add "including S&P users" at end of statement.
2. Future need and role for pesticides	High	Delete "future need and"
3. Applications technologies development	Low	No funding
4. Herbicide use coordination		Delete
5. Habitat sensitivity	Med	
6. Pesticide use training		Delete; too much difference between regions/states/countries
7. Pesticide research coordination	High	What are we <u>really</u> going to do on this?
8. Support to agro-forestry and shelter belts		Delete; covered in #1
9. Urban forest protection	Low	Covered in #1
10. Pesticide data collection	High	
11. Research needs coordination		Covered in #1 and #7
12. Successful projects supported by NEPA and experts	High	

Appendix B

Aggregated Vision, Mission and Program Goal Review Findings

"Top Three" Programs/Accomplishments

AREA

DESCRIPTION

- R Develop pheromone technology as a readily implemented tool for I&D control
- R R&D -- more effective and environmentally "safe" pesticides
- R Develop new technologies
- T Receive requests from all segments of forest community for information
- T Provide leadership, coordination, direction and support for the development of pesticide use technology and transfer to forest land managers
- T Technology transfer adequate and timely within the organization; top down and bottom up -- reduced environmental risk
- A Work more in prevention
- A Project implementation with fewer appeals and litigation
- A Have successful resource management projects with positive track record through appeals and litigation
- C Increased public awareness
- C State and private organization seeks advice on pest management
- C Develop public awareness and support for environmentally sound pesticide use to restore and sustain forest health
- O Leadership must provide service, direction and information to field users in support of pesticide use project
- O Effective coordination with other WO staff
- I Develop strong cooperative partnerships national and international level

R = Research Coordination and Facilitation

T = Technology Transfer

A = Pesticide Application

C = Communications/Public Relations

O = Organizational Development

I = Interaction/Information Exchange

Program/Accomplishment Ideas by Program Area

Research Coordination and Facilitation

- > Develop pheromone technology as a readily implemented tool for I&D control
- > Develop new technologies
- > R&D -- more effective and environmentally "safe" pesticides
- > Pesticide monitoring including worker exposure to evaluate mitigation measures
- > Technical development support -- ecosystem (existing), TT
- > Develop new technologies -- look forward
- > Develop alternatives to use of chemicals
- > Completed technical analysis of the environmental effects and human health effects of using pesticides
- > Increase scientific resources (people, etc.)
- > Effective research to satisfy identified program needs
- > Fill data gaps and define additional information needed
- > Better understanding of relationship between various native organisms

Program/Accomplishment Ideas by Program Area

Technology Transfer

- > Receive requests from all segments of forest community for information
- > Provide leadership, coordination, direction and support for the development of pesticide use technology and transfer to forest land managers
- > Technology transfer adequate and timely within the organization; top down and bottom up -- reduced environmental risk
- > Train re safe application of pesticides
- > Leadership coordination and direction and technology transfer for pesticide use (US)
- > Develop criteria for determining acceptability of pesticides
- > District rangers and forest supervisors can articulate risks of projects that use pesticides

Program/Accomplishment Ideas by Program Area

Pesticide Application

- > Work more in prevention
- > Project implementation with fewer appeals and litigation
- > Pesticides are used with a low risk to humans and environment
- > Conduct successful projects supported by NEPA and experts
- > Demonstrate ability to provide solutions to forestry problems through pesticide use
- > Health of "the" ecosystem is improved through use of pesticides
- > Successful pesticide projects
- > Have successful resource management projects with positive track record through appeals and litigation

Program/Accomplishment Ideas by Program Area

Communications/Public Relations

- > Increased public awareness
- > State and private organization seeks advice on pest management
- > Develop public awareness and support for environmentally sound pesticide use to restore and sustain forest health
- > Pesticide information on equal footing
- > Leadership coordination for pheromane registration -- get pheromones out of normal pesticide registration process
- > Consensus on what we will and won't treat
- > Receive Golden Eagle Award from coalition against pesticides
- > Not be hearing negative news
- > Clients, workers and public recognize and accept role of pesticides in forest/range management
- > Pesticide success stories in forest health (US and international)
- > Clarify strengths and weaknesses of pesticides in forestry
- > Public support/awareness (we have to gain credibility)
- > Education program aimed at overcoming pesticide myths -- number of pesticide myths reduced
- > Educate public regarding need to manage ecosystem
- > Communicate true risk of pesticides to rest of Forest Service and public

Program/Accomplishment Ideas by Program Area

Organizational Development

- > Leadership must provide service, direction and information to field users in support of pesticide use project
- > Effective coordination with other WO staff
- > Accepted information management system
- > Act ethically in all our actions and in behavior to each other
- > Coordination between national office and regions, especially field visits
- > Develop multicultural organization and value input
- > Field accepts Washington Office leadership
- > Develop skill "to listen" rather than "to tell"

Program/Accomplishment Ideas by Program Area

Interaction/Information Exchange

- > Develop strong cooperative partnerships national and international level
- > Effective coordination with other federal agencies at the National level
- > Information management systems -- international
- > Closer cooperation in rulemaking
- > Global awareness/programs

Program/Accomplishment Ideas by Program Area

Unclassified

- > Recognize importance of all organisms in natural environment
- > Focus on national and international problems
- > Receive recognition from UN or other world bodies

Appendix C

Work Group SWOT Analysis Results

KEY

Program Areas

R&D = Research Direction

TT = Technology Transfer

PA = Pesticide Administration

C/P = Communication/Public Relations

OD = Organizational Development

I/I = Interaction/Information Exchange

SWOT Analysis Results

Work Group: Yellow

I. Strengths

- TT TT development program in FS
- TT NARTC training center facility
- TT Some Regions/Stations have TT plans
- TT Marona training course
- TT FS has a TT process
- TT Some good FS research partners
- OD Leadership needs to be proactive (Have risk assessments, EIS, why hasn't Ecosystem Mgt & Forest Stewardship Prog. acknowledged need for pesticides?)
- OD Decision making by informed consent (participatory decision making)
- OD Field looks to the WO for leadership & focal point or source of information
- OD Decentralization
- OD Line officer approach

II. Weaknessess

- TT No pesticide research emphasis area in FS-Research
- TT Pesticides may not be fully IDed
- TT Some researcher don't think TT is their job
- TT Failure to communicate as simple as not talking to one another
- TT Lack of research funds
- TT Functional rules (veg mgmt vs. insect) not well defined
- OD WO needs to listen more to the field to gain leadership -- also SO down to Districts (I don't care what your problem is)
- OD FS is in a defensive role in communicating use of pesticide (FPM strategic plan example)
- OD Decentralization is part of the problems in QA/QC standardization

III. Opportunities

- TT Aerial application unit in Great Briton

- TT Cooperation with Canadian FS (FPMI)
- TT Cooperation with other USDA agencies & EPA
- OD Relationships with other state/Federal agencies with expertise in pest mgmt & use of pesticides can even allow them to do the NEPA (e.g., APHIS with ADC)
- OD State stewardship programs
- OD Many partners in research -- university, industry
- OD Counties (and County Ag Commissioners) have high expertise in pesticides

IV. Threats

- TT Greater ability to describe NFS needs vs S&PF partners
- TT Great deal of variable climates, pests, rules, laws that preclude direct application
- OD Conservation groups have a consolidated opinion about how pesticides are bad
- OD Primary customer of PUMC is directed at NFS and not other "possible" partners; need to show how pesticides benefit resources other than timber

SWOT Analysis Results

Work Group: Orange

I. Strengths

- C/P Dedicated to better ways of doing things
- C/P Extension service cooperation
- C/P Decentralized structure
- C/P Diversity of disciplines
- C/P Good knowledge base & competence level
- C/P Trained PAO staff

II. Weaknessess

- C/P Lack of \$/personnel/FTE
- C/P "We"/"They" syndrome
- C/P Lack of electronic information system for pesticide information and compartmentalized overspecialization
- C/P Lack of coordination between WO and field
- C/P Lack of diversified workforce in appropriate "communication" positions
- C/P Lack of validation/appreciation for public and internal concerns
- C/P Can't eliminate personal bias
- C/P Need for stronger leadership re: pesticide policies

III. Opportunities

- C/P Only some segments want to know
- C/P Public wants to know/is concerned
- C/P Global environmental catastrophes (Bopal, Valdez)
- C/P Consistent systematic positive information
- C/P Increased awareness of limits on resources
- C/P Systematic decision making through informed consent

IV. Threats

- C/P Activist groups
- C/P Media needs sensational news; not status quo
- C/P Forests don't need to be/shouldn't be managed (unethical)

- C/P Public perception affects funding
- C/P Confusion about purpose of National Forests
- C/P Global/environmental concerns (Brazil, tropical forests)
- C/P Public is concerned
- C/P Not serving diverse publics (e.g., urban groups)
- C/P Cuts in Congressional appropriations limit ability to do work

SWOT Analysis Results

Work Group: Green

I. Strengths

- PA Flexibility in interpretation of use of funding for suppression/prevention
- PA Opportunity to make long-term commitments to projects that don't have an immediate pay back
- PA Diversity of opinion within the USFS regarding the use of pesticides
- I/I Institutional support for interactions
- I/I Good historical track record of cooperating
- I/I Broadening the data base
- I/I Decrease duplication of efforts
- I/I Means of focusing on common issues

II. Weaknesses

- PA Forced to make policy decisions with an inadequate data base
- PA Inability/lack of commitment to see projects through (e.g., B.t., viruses)
- PA Politics force us to be inconsistent
- PA Diversity of opinion is often based on feelings instead of facts
- PA Lack of funding for prevention
- PA Public is getting mixed messages
- I/I Budgets are not likely to increase in the near future
- I/I Inadequate data --> stretching validity of conclusions
- I/I Territoriality -- "turf" protection leads to holding back information

III. Opportunities

- PA Public education for the importance of "health maintenance" concept for the forest ecosystem (prevent problems rather than treat after-the-fact) (HMO for forest ecosystem)
- PA Public support for reducing need for suppression activities
- PA Show success stories and through that reduce public opposition to pesticide use.
- I/I Better assessment of cumulative effects of what we're doing in

- I/I conjunction with other agencies
- I/I Project leadership
- I/I Enhancement of economic opportunities
- I/I Reduce duplication and increase complementarity
- I/I International focus can broaden support for program goals

IV. Threats

- PA External groups may distort forest health management practices
- PA Public may want to use the "do nothing" option when outbreaks occur (threat to pesticide application)
- PA Commodity stakeholders may need to accept changes in outputs
- PA Lull public into false "sense of security" that the forest is health and will be alright with no management
- I/I Becomes a drain on resources to maintain the information exchange systems -- \$ that could be used for doing things; difficult to maintain the commitment
- I/I Additional time and \$ must go into initiating and maintaining cooperative relationships -- more energy goes into the process rather than the product
- I/I More \$ needed for development of information exchange systems
- I/I Cooperation and coordination may reduce our options, e.g., elimination of methyl bromide
- I/I Concentration of efforts on national goals may be diluted if we expand international partnerships

SWOT Analysis Results

Work Group: Blue

I. Strengths

- PA Not dogmatic in our approach to pesticide application
- PA NEPA analysis good and improving
- PA Emphasis on evaluating and implementing new application technology
- PA Adequate level of trained applicators in Regions
- C/P NEPA documents
- C/P Interpersonal relationships
- C/P FORNET system for accessing publications/information sheets
- C/P Internal scoping
- C/P Good electronic communications

II. Weaknessess

- PA Weakness in management oversight at project level
- PA "Avoid controversy" syndrome affects choice of pesticide and application equipment
- PA Ground level application training
- PA "Fuzzy" mgmt objectives to be protected (what are we really trying to accomplish?)
- PA Lack of NEPA compliance at project level
- C/P Information overload
- C/P Lack of regularly scheduled National meeting re: pesticides
- C/P Too much emphasis on international vs. national efforts considering current resourcing
- C/P Lack of regular pesticide oriented newsletter to field
- C/P Expectations too high due to legal & regulatory demands

III. Opportunities

- PA Pesticide industry PACs provide excellent information source
- PA Many states have excellent applicator training programs
- PA Consensus in scoping
- C/P Appeals process

C/P Make more effective use of public media
C/P Marketing our projects and programs

IV. Threats

PA Anti-pesticide movement
PA Lack of attention to alternate methods
PA Misapplication by cooperators (utility companies, RR, ROW)
PA Misunderstanding re: application procedures
C/P Wide dissemination of misinformation
C/P Lack of credibility of gov't supplied information to publics
C/P Adversarial groups are better at manipulating the media than we are!!

SWOT Analysis Results

Work Group: Black

I. Strengths

- R&D Forest Service Branch + S&P + NFS operational
- R&D Innovative people in system
- R&D High degree of professionalism and expertise
- R&D Diversity in Forest Service staff input to process
- I/I Contracting processes
- I/I Good people in organization
- I/I DG mail system
- I/I National training sessions

II. Weaknessess

- R&D Territoriality of staff units
- R&D Resistance to change
- R&D Institutional fear of "risk" taking
- R&D Negative (you can't) attitudes
- R&D Lack of internal consensus
- R&D Lack of funding in research programs
- R&D Communication PUM&C <--> Research <--> NFS
- R&D Chemophobia
- R&D Failure of communication channels/networks
- R&D FPM does not fund technology development \$/herbicide
- I/I Who is trained in national training sessions
- I/I Internal mistrust of data
- I/I Contracting processes
- I/I Weak information exchange mechanisms
- I/I WO down link broken at present (repairable!)
- I/I Lethargy/overload

III. Opportunities

- R&D Industry partners
- R&D State partners

R&D	Relationship to university
R&D	Public input
R&D	Other federal agencies
R&D	Improved technology -- new
I/I	Partnerships with other Federal agency personnel
I/I	Professional society/meetings & publications
I/I	International need for support
I/I	Publication cataloging/distribution system
I/I	Industry/university network

IV. Threats

R&D	Public awareness/resistance
R&D	Litigation
R&D	Profiteering
R&D	Increasingly urbanized public
R&D	Other federal agencies
R&D	Opposition to commodity production
R&D	Politics
R&D	State laws/policy
I/I	Opinion substituted for fact (newspaper, legal actions, etc.)
I/I	Public mistrust of our research
I/I	State and other federal agency/rulemaking and territoriality
I/I	Unreliable research (Craven Lab)
I/I	"Proprietary" (CBD) data
I/I	EPA/FWS
I/I	Data inundation

Appendix D

SWOT Analysis Results by Program Area

SWOT Analysis Results

Program Area: Research Coordination and Facilitation

I. Strengths

- Forest Service Branch + S&P + NFS operational
- Diversity in Forest Service staff input to process
- Innovative people in system
- High degree of professionalism and expertise

II. Weaknesses

- Negative (you can't) attitudes
- Failure of communication channels/networks
- Chemophobia
- FPM does not fund technology development \$/herbicide
- Lack of funding in research programs
- Resistance to change
- Institutional fear of "risk" taking
- Lack of internal consensus
- Communication PUM&C <--> Research <--> NFS
- Territoriality of staff units

III. Opportunities

- Industry partners
- Public input
- State partners
- Other federal agencies
- Improved technology -- new
- Relationship to university

IV. Threats

- Increasingly urbanized public
- Litigation
- Opposition to commodity production
- Public awareness/resistance
- Politics
- Other federal agencies

- Profiteering
- State laws/policy

SWOT Analysis Results

Program Area: Technology Transfer

I. Strengths

- Marona training course
- TT development program in FS
- Some Regions/Stations have TT plans
- FS has a TT process
- NARTC training center facility
- Some good FS research partners

II. Weaknesses

- Pesticides may not be fully IDed
- No pesticide research emphasis area in FS-Research
- Lack of research funds
- Some researcher don't think TT is their job
- Failure to communicate as simple as not talking to one another
- Functional rules (veg mgmt vs. insect) not well defined

III. Opportunities

- Cooperation with Canadian FS (FPMI)
- Cooperation with other USDA agencies & EPA
- Aerial application unit in Great Briton

IV. Threats

- Greater ability to describe NFS needs vs S&PF partners
- Great deal of variable climates, pests, rules, laws that preclude direct application

SWOT Analysis Results

Program Area: Pesticide Application

I. Strengths

- Diversity of opinion within the USFS regarding the use of pesticides
- Not dogmatic in our approach to pesticide application
- NEPA analysis good and improving
- Opportunity to make long-term commitments to projects that don't have an immediate pay back
- Adequate level of trained applicators in Regions
- Emphasis on evaluating and implementing new application technology
- Flexibility in interpretation of use of funding for suppression/prevention

II. Weaknesses

- Forced to make policy decisions with an inadequate data base
- Public is getting mixed messages
- Lack of funding for prevention
- "Avoid controversy" syndrome affects choice of pesticide and application equipment
- Diversity of opinion is often based on feelings instead of facts
- "Fuzzy" mgmt objectives to be protected (what are we really trying to accomplish?)
- Politics force us to be inconsistent
- Weakness in management oversight at project level
- Lack of NEPA compliance at project level
- Ground level application training
- Inability/lack of commitment to see projects through (e.g., B.t., viruses)

III. Opportunities

- Public education for the importance of "health maintenance" concept for the forest ecosystem (prevent problems rather than treat after-the-fact) (HMO for forest ecosystem)
- Many states have excellent applicator training programs
- Public support for reducing need for suppression activities
- Pesticide industry PACs provide excellent information source
- Consensus in scoping

- Show success stories and through that reduce public opposition to pesticide use.

IV. Threats

- Commodity stakeholders may need to accept changes in outputs
- Anti-pesticide movement
- Lull public into false "sense of security" that the forest is healthy and will be alright with no management
- Lack of attention to alternate methods
- Misunderstanding re: application procedures
- Public may want to use the "do nothing" option when outbreaks occur (threat to pesticide application)
- External groups may distort forest health management practices
- Misapplication by cooperators (utility companies, RR, ROW)

SWOT Analysis Results

Program Area: Communications/Public Relations

I. Strengths

- Decentralized structure
- Diversity of disciplines
- Good knowledge base & competence level
- FORNET system for accessing publications/information sheets
- Interpersonal relationships
- Internal scoping
- Extension service cooperation
- Trained PAO staff
- Good electronic communications
- NEPA documents
- Dedicated to better ways of doing things

II. Weaknesses

- "We"/"They" syndrome
- Need for stronger leadership re: pesticide policies
- Information overload
- Lack of electronic information system for pesticide information and compartmentalized overspecialization
- Lack of regularly scheduled National meeting re: pesticides
- Lack of diversified workforce in appropriate "communication" positions
- Too much emphasis on international vs. national efforts considering current resourcing
- Can't eliminate personal bias
- Lack of regular pesticide oriented newsletter to field
- Lack of coordination between WO and field
- Lack of \$/personnel/FTE
- Lack of validation/appreciation for public & internal concerns
- Expectations too high due to legal & regulatory demands

III. Opportunities

- Appeals process
- Increased awareness of limits on resources
- Systematic decision making through informed consent

- Only some segments want to know
- Public wants to know/is concerned
- Consistent systematic positive information
- Global environmental catastrophies (Bopal, Valdez)
- Marketing our projects and programs
- Make more effective use of public media

IV. Threats

- Forests don't need to be/shouldn't be managed (unethical)
- Public is concerned
- Adversarial groups are better at manipulating the media than we are!!
- Global/environmental concerns (Brazil, tropical forests)
- Lack of credibility of gov't supplied information to publics
- Confusion about purpose of National Forests
- Cuts in Congressional appropriations limit ability to do work
- Public perception affects funding
- Media needs sensational news; not status quo
- Not serving diverse publics (e.g., urban groups)
- Wide dissemination of misinformation
- Activist groups

SWOT Analysis Results

Program Area: Organizational Development

I. Strengths

- Leadership needs to be proactive (Have risk assessments, EIS, why hasn't Ecosystem Mgt & Forest Stewardship Prog. acknowledged need for pesticides?)
- Line officer approach
- Decision making by informed consent (participatory decision making)
- Field looks to the WO for leadership & focal point or source of information
- Decentralization

II. Weaknesses

- Decentralization is part of the problems in QA/QC standardization
- WO needs to listen more to the field to gain leadership -- also SO down to Districts (I don't care what your problem is)
- FS is in a defensive role in communicating use of pesticide (FPM strategic plan example)

III. Opportunities

- Many partners in research -- university, industry
- Counties (and County Ag Commissioners) have high expertise in pesticides
- State stewardship programs
- Relationships with other state/Federal agencies with expertise in pest mgmt & use of pesticides can even allow them to do the NEPA (e.g., APHIS with ADC)

IV. Threats

- Conservation groups have a consolidated opinion about how pesticides are bad
- Primary customer of PUMC is directed at NFS and not other "possible" partners; need to show how pesticides benefit resources other than timber

SWOT Analysis Results

Program Area: Interaction/Information Exchange

I. Strengths

- Good people in organization
- Good historical track record of cooperating
- Broadening the data base
- Contracting processes
- DG mail system
- National training sessions
- Institutional support for interactions
- Means of focusing on common issues
- Decrease duplication of efforts

II. Weaknesses

- Inadequate data --> stratching validity of conclusions
- Contracting processes
- Internal mistrust of data
- Budgets are not likely to increase in the near future
- Territoriality -- "turf" protection leads to holding back information
- Lethargy/overload
- WO down link broken at present (repairable!)
- Who is trained in national training sessions
- Weak information exchange mechanisms

III. Opportunities

- Better assessment of cumulative effects of what we're doing in conjunction with other agencies
- Project leadership
- Enhancement of economic opportunities
- Publication cataloging/distribution system
- Partnerships with other Federal agency personnel
- International need for support
- International focus can broaden support for program goals
- Industry/university network
- Reduce duplication and increase complementarity
- Professional society/meetings & publications

IV. Threats

- EPA/FWS
- Additional time and \$ must go into initiating and maintaining cooperative relationships -- more energy goes into the process rather than the product
- Opinion substituted for fact (newspaper, legal actions, etc.)
- More \$ needed for development of information exchange systems
- "Proprietary" (CBD) data
- Cooperation and coordination may reduce our options, e.g., elimination of methyl bromide
- State and other federal agency/rulemaking and territoriality
- Concentration of efforts on national goals may be diluted if we expand international partnerships
- Data inundation
- Becomes a drain on resources to maintain the information exchange systems -- \$ that could be used for doing things; difficult to maintain the commitment
- Public mistrust of our research
- Unreliable research (Craven Lab)

Appendix E

Recommended Objectives and Strategies/Activities

Objectives and Strategies/Activities Results

Program Area: *Research Coordination & Facilitation*

Work Group: *Black*

Specific Objective: *Provide State-of-the-Art, environmentally sound information & technology on PUM&C (#1)*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• Re-establish "SS&TT"	10 issues/year beginning now.	
• Annual PUM&C information transfer meeting: NFS+S&PF+Research. (to forest/field office/station level)	Meeting held	
• Develop strategy for media interaction	Written plan	
<u>FY94 (Prioritized):</u>		
• Develop "Emergency Research Fund"	Fund availability	
• Review existing external partnerships --> Strategic plan	Strategic plan for media/PUM&C	
• Involve public more closely in I&D involving PUM&C	50 public forums involving 1000+ non F.S. persons	

Objectives and Strategies/Activities Results

Program Area: *Research Coordination & Facilitation*

Work Group: *Black*

Specific Objective: *Develop State-of-the-Art, environmentally sound information & technology (#2)*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• Impact assessment -- Perform IA for "cost" in BC ratios	Develop 5 cost figures to support new research.	Better decision/priority for projects
• Encourage risk taking through creation of \$ award for innovative applied &/or basic research -- awards determined by <u>users</u>	25 new awards given	Encourage good "new" research
• Equal representation at annual meeting -- involve Forest/District	Annual pesticide conf.	Informed consent

Objectives and Strategies/Activities Results

Program Area: *Technology Transfer*

Work Group: *Yellow*

Specific Objective: *To identify technology needs or researchable questions*

Strategies/ Activities

Performance Measures

Resource Implications

FY93 (Prioritized):

- | | | |
|---|-----------------------------|--|
| • Annual Pesticide Coordinator's Meeting -- more sharing of new technology, ID researchable questions, help set NAPIAP priorities | Meeting conducted | |
| • Attend National/Regional User Meetings -- i.e., Vegetation Management, Nursery Managers | Number of meetings attended | |
| • Washington Office canvas regions for real problems | | |

FY94 (Prioritized):

- FPM establish relations with other WO staffs groups (NFS+Research) & USDA (ARS, APHIS) especially Forest Management Research

Objectives and Strategies/Activities Results

Program Area: *Technology Transfer*

Work Group: *Yellow*

Specific Objective: *To promote Technology Transfer available in pesticide science to NPS & S&PF clients*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
<ul style="list-style-type: none">WO coordinates the effort to canvas R&F units to identify pesticide related technology that is being or ready for transfer & send to Regions, Area & Stations	List of identified technologies	
<u>FY94 (Prioritized):</u>		
<ul style="list-style-type: none">Encourage regions & areas to develop pesticide use technology transfer plans or include pesticide use in Regional/Area TT plans.	Regional plans produced	Funding for Technology Transfer development
<u>FY95 (Prioritized):</u>		
<ul style="list-style-type: none">Conduct training/workshops directed at specific technology needs -- National/Forest level	Number of workshops and training sessions	Funding and instructors for workshops

Objectives and Strategies/Activities Results

Program Area: *Pesticide Application*

Work Group: *Blue*

Specific Objective: *Project implementation with fewer appeals and litigation.*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• Strengthen pesticide applicator training at the Forest and District level	Number of applicators trained annually.	Improved treatment efficacy.
• Increase NEPA compliance at the project level	Project reviews reflect 100% compliance	More efficient use of resources
• Project review includes line officer participation.	Number of line officers on project review teams.	
<u>FY94 (Prioritized):</u>		
<u>FY95 (Prioritized):</u>		
• WO conduct regional pesticide reviews of randomly selected Forest & Districts	How well S/A discussed in FY93 listing are met by R, D, F	

Objectives and Strategies/Activities Results

Program Area: *Pesticide Application*

Work Group: *Green*

Specific Objective: *Public education about HMO approach to forest health*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
<ul style="list-style-type: none">Hire a public relations firm to clarify & coordinate, service, wide, statements to the public about appropriate pesticide use in ecosystem management.	Number of news spots, press releases, produced	Better public support for pesticide use in forest health management.
<u>FY94 (Prioritized):</u>		
<ul style="list-style-type: none">Develop 5 posters presenting the HMO approach to distribute to the public.	The posters exist, and are distributed	Better public understanding of prevention in forest health
<u>FY95 (Prioritized):</u>		
<ul style="list-style-type: none">Work through public education systems to get the forest ecosystem "HMO" approach well understood by educators.	Number of educational systems contacted and using this information in their curricula.	Better public education about the "HMO" approach for ecosystem management.

Objectives and Strategies/Activities Results

Program Area: *Pesticide Application*

Work Group: *Green*

Specific Objective: *Determine data base gaps and develop programs to fill those gaps (i.e., get a data base in place).*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
<ul style="list-style-type: none">Develop a data management system so gaps can be identified.	The system exists.	The need for a completed data base is fulfilled, so informed decisions about pesticide use can be made.
<u>FY94 (Prioritized):</u>		
<ul style="list-style-type: none">Identify the 10 most important data gaps.	The system is used.	
<u>FY95 (Prioritized):</u>		
<ul style="list-style-type: none">Develop empirical data to fill the gaps.	The system works and is completed.	

Objectives and Strategies/Activities Results

Program Area: *Communications/Public Relations*

Work Group: *Orange*

Specific Objective: *Acquire informed consent in implementing ecosystem management program.*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>Internally by Preparing Messengers:</u>		
• Prepare training plan for "Systematic Development of Informed Consent" (Bleicher)	# of employees trained	
• Established <i>ad hoc</i> mission group	Develop mission statement	
• More frequent meetings for different specific purposes	Meeting for role in ecosystem management; annual PUC meeting for a while	
• Reinstitute timely tips newsletter	Monthly newsletters beginning in FY94	
<u>Externally by Getting Message Out:</u>		
• Prepare training plan for "Systematic Development of Informed Consent" (Bleicher)	# of employees trained	
• Develop marketing plan (Identify audience)	By end of FY93	
• Identify within organization public presenters (regional/national level)		

Objectives and Strategies/Activities Results

Program Area: *Communication/Public Relations*

Work Group: *Blue*

Specific Objective: *Develop public awareness and support for environmentally sound pesticide use to restore and sustain forest health.*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• Train program managers to more effectively & convincingly present the concept of FS pesticide use policy.	Number of projects successfully implemented	Number of projects will increase, improving the level at which we meet Forest plan objectives
• Plan annual national level meetings for regional level pesticide coordinators	National meetings held	
• Provide timely information to field re: pesticide issues	Newsletter re-established	Increased understanding at field level of national issues/concerns
<u>FY94 (Prioritized):</u>		
• Increase public acceptance of FS pesticide use programs to achieve resource objectives	Number of challenges to projects reduced	Less time spent answering appeals
• Increase interaction with other agencies and private organizations	Number of cooperative projects established	
<u>FY95 (Prioritized):</u>		
• Facilitated national PUM&C meeting to evaluate how well strategies ID'ed in FY93 are meeting the needs of the regions	Facilitated meeting held	

Objectives and Strategies/Activities Results

Program Area: *Organizational Development*

Work Group: *Yellow*

Specific Objective: *Put pesticide use in a positive and pro-active mode (we need "spotty owl the sprayer" character)*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• ID line officers (and research station and other agency personnel) who have been pro-active in pesticide use and recognize/reward -- emphasize wise & safe use	Target number of awards annually	More positive approach for wise/safe pesticide use
• Get "Helpful Hints & Timely Tips" publication going again	Regular distribution	Idea generation & TT
<u>FY94 (Prioritized):</u>		
• WO develop a list of cooperators for pesticide use -- name, organization, phone number, address; encourage regions/area to do the same	List distributed and updated	Improve communication and cooperation
• WO distribute lists for specific programs NAPIAP	List distributed and updated	Improve communication and cooperation

Objectives and Strategies/Activities Results

Program Area: *Organizational Development*

Work Group: *Yellow*

Specific Objective: *Standardize pesticide risk assessments, risk decisions, exposure methods and data*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• WO maintain pesticide background (hazard analysis data), set threshold values (get concurrence with EPA)	Plan	
• Establish process to update (sources include Toxnet, EPA, industry)	Data base	
• Put data bases into public DG file (1994)	DG file	
<u>FY94 (Prioritized):</u>		
• Establish human/worker exposure data base (computerize on DG), -- Get regional concurrence as to which values will be used in risk assessments	Data base and DG file	
• Establish inter-regional steering committees	Committee formed	
• WO evaluate concept of multi-regional specialists (ADC, monitoring, etc.) located at field levels to coordinate standard techniques, measures, and applications	Report with recommendations	

Objectives and Strategies/Activities Results

Program Area: *Organizational Development*

Work Group: *Yellow*

Specific Objective: *Improve coordination role between public and research stations*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
• WO -- FPM encourage state director to assign pesticide coordinator to someone working in pesticide science	Letter to State Director	
• Develop new list of PUM&C Coordinators and send to field	List	
<u>FY94 (Prioritized):</u>		
• Identify FS -- Research Stations who can assist with monitoring by providing assistance in QC (e.g., spike samples)		

Objectives and Strategies/Activities Results

Program Area: *Interaction/Information Exchange*

Work Group: *Green*

Specific Objective: *Increase the technological capabilities of a limited number of developing countries so they can use forest pesticides more efficiently and safely*

Strategies/ Activities

Performance Measures

Resource Implications

FY93 (Prioritized):

- Develop selection criteria based on the current infrastructure and established ties & potential benefits.

FY94 (Prioritized):

- Develop strategies for how we will work with developing countries, e.g., bring their FPM specialists/scientists and staff to U.S. for training.

Objectives and Strategies/Activities Results

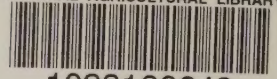
Program Area: *Interaction and Information Exchange*

Work Group: *Green*

Specific Objective: *Develop closer ties with other USFS groups and federal agencies to use available funds to meet joint goals in pesticide use and management.*

<u>Strategies/ Activities</u>	<u>Performance Measures</u>	<u>Resource Implications</u>
<u>FY93 (Prioritized):</u>		
<ul style="list-style-type: none">Reactivate the national integrated pest management working group.	The group is reactivated.	The group helps to integrate various agencies.
<ul style="list-style-type: none">Develop a list of all Federal agencies and organizations that work with pesticide application.	The list is developed and distributed.	Various agencies know who else is involved in pesticide work.

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